

Reinventing the Business: Approaches and Issues

Hugh Ryan
Partner & Director
New Age Systems
Andersen Consulting



Reinventing the Business: Approaches and Issues

**Hugh W. Ryan
Andersen Consulting**

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Reinventing the Business

- ❑ **Defining and Implementing Fundamentally New Business Processes Around New Business Centers**
 - **Process Level**
 - **Business Unit Level**
 - **Strategic Business Unit**
 - **Enterprise**



Reinventing the Business

- ☐ **At Any Level**
 - Fundamentally Difficult to Implement**
 - Organization Under Threat**
 - Unanticipated Consequence**

- ☐ **Desperation is Often the Mother of Reinventing**

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Reinventing the Business

- ☐ **Commitment**
- ☐ **Reinventing the Business Process**
- ☐ **Reinventing the Business User**
- ☐ **Reinventing the Technology**



Commitment

- ☐ **Good Intentions**
- ☐ **Vision**
- ☐ **Desperation**

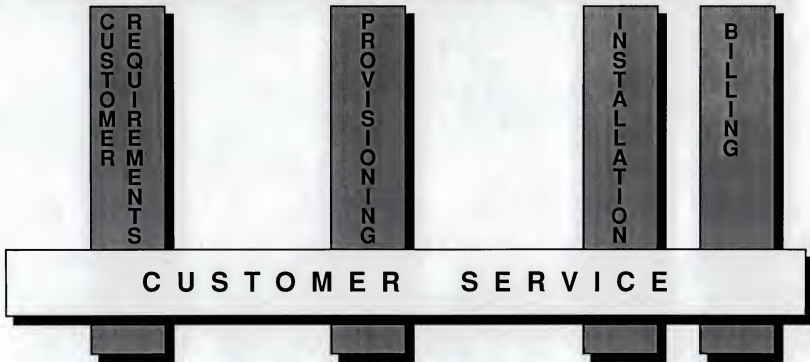


Commitment

- ☐ **Difficulty of Implementation Thwarts Many Efforts**
- ☐ **Why One Must Succeed**
- ☐ **Else, Continuous Improvement**

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Reinventing the Business: *Function to Process Orientation*



- ☐ Built on Legacy Systems
- ☐ New Approaches
 - Process management
 - Use of Agents

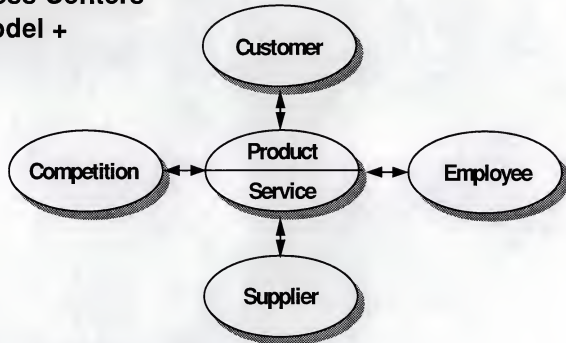
1. Name of person
 2. Address
 3. City, State, Zip
 4. Country and Postal Code

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Reinventing the Business Process

- ☐ Shifting Business Centers
- ☐ Five Forces Model +



- ☐ Define the Current, Select a New One
- ☐ Invent the Process
- ☐ Reengineer the Reinvented Business Process
- ☐ Business User Champions

1. Introduction: Purpose of the study

2. Literature Review: Previous research on the topic

3. Methodology: Research design and data collection

4. Results: Findings of the study

5. Discussion: Interpretation of results and implications

6. Conclusion: Summary of the study and future research

7. References: List of sources cited in the study

8. Appendix: Additional data and figures

9. Glossary: Definitions of key terms

10. Acknowledgments: Thanks to participants and funders

11. Contact Information: Author details and email

12. Declaration of Interest: Statement of no conflicts

13. Data Availability Statement: Where to find the data

14. Ethics Statement: Approval by the ethics committee

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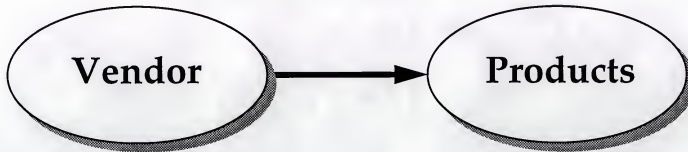
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Reinventing the Business Process

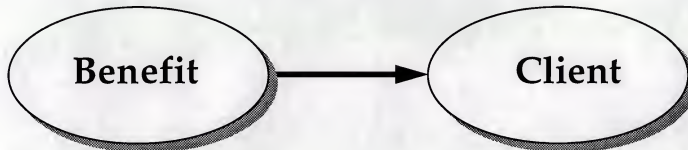
❑ Mazda, Accounts Payable





Reinventing the Business Process

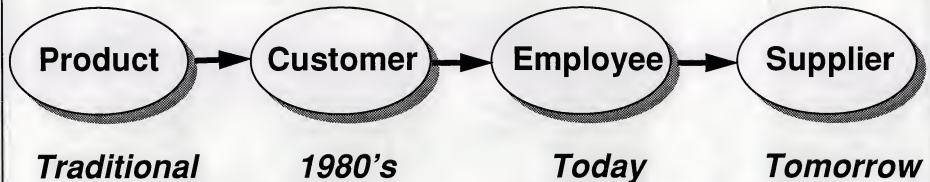
❑ Government Agency, Enterprise Level



- Operational Strategy
- >1,000 Developers
- >300 Change Management Personnel
- Largest Development in Europe in the 80's
- Moving from 50,000 Clerks to 25,000
- Speed of Response to Change

Reinventing the Business Process

- ❑ Insurance, Enterprise Level



- Customer Center Systems
- Integrated Performance Support
- Team Computing
- Domino Effect

LETTER FROM

THE CHAIRMAN

OF THE BOARD OF DIRECTORS

TO THE STOCKHOLDERS

1910-1911

1910-1911

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1910-1911

THE CHAIRMAN OF THE BOARD OF DIRECTORS

TO THE STOCKHOLDERS

Reinventing the Business User

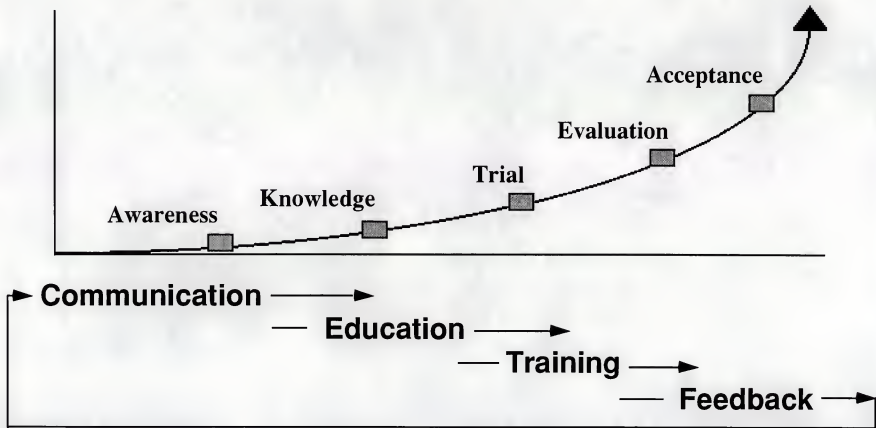
- ☐ **New Processes is the Easy Part**
- ☐ **Changing the User is the Hard Part**
- ☐ **Integrated Change Management Effort**

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Change Management Process





Change Management

- ☐ **Full Extensive Communications**
 - What the Change Is
 - Why it Must Happen
 - What it Means to Employee
- ☐ **Early/Ongoing Testing/Evaluation of the Reinvented Process**
 - Model Office
 - Key Users
 - Listening
 - Communicating
- ☐ **Decision Makers**
 - Five Forces Model + Impact
 - Go Live Dates
 - Rollout Assessment
- ☐ **Impact of Unions**
- ☐ **Change Management vs. Systems**

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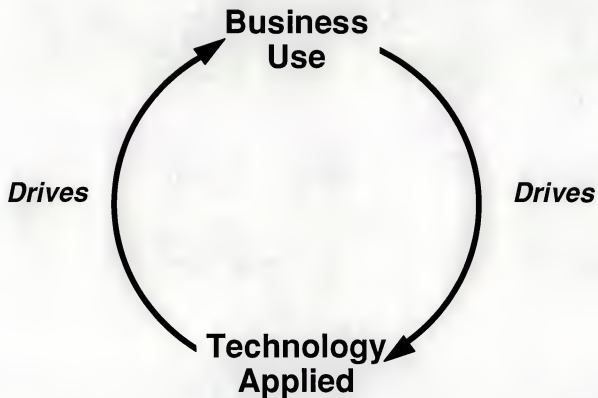
1950

Change Management: Government Agency

- ☐ **Over 300 personnel in CMS**
- ☐ **Over 30,000 Personnel thru CMS process**
- ☐ **All Stages of CMS**
 - Awareness**
 - » **Extensive Traveling Show**
 - » **Monthly News Letters**
 - » **Projects**
 - » **Government Events**
 - Trail/Evaluation**
 - » **Model Office**
 - » **Champions**
 - » **Large Field Rotations**
 - » **Clear Changes**
 - Acceptance**
 - » **Participation in Employee Decisions**
 - » **Go Live**
 - » **Rollout**



Reinventing the Technology





Reinventing the Technology

- ☐ Client/Server
- ☐ Human Metaphor
- ☐ Team Metaphor
- ☐ Universal Network
- ☐ Smart Systems

1. *Amelanchier*

2. *Prunella*

3. *Prunella*

4. *Prunella*

5. *Prunella*

Client/Server Computing

- ☐ **Distributed Computing Where It's Needed**
- ☐ **Pervasive Business Computing Solution**
- ☐ **Uniquely Suited to Today's Major Business Concerns**
 - **Rightsizing the Corporation**
 - **Reengineering the Business Process**
 - **Legacy Systems**

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theory of the origin of life is still
in its infancy.

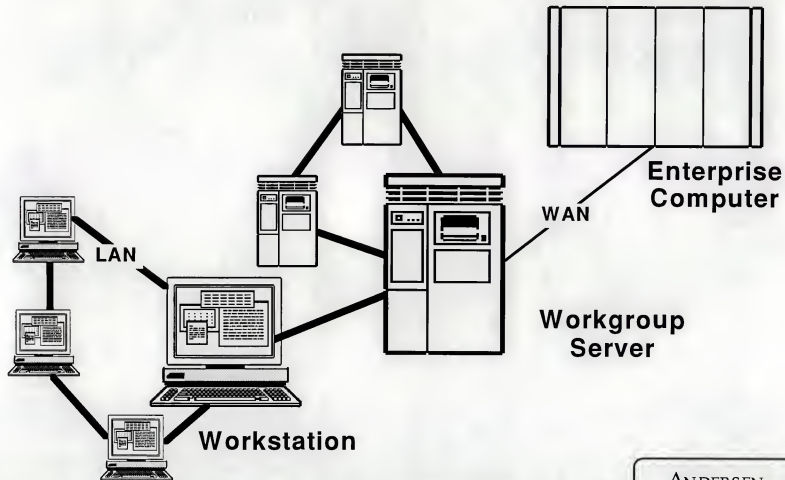
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in its infancy.

5. The fifth is the fact that the
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in its infancy.

Technical Perspective





Human Metaphor

- ❑ Describes Evolving Behavior of Computer Applications
- ❑ The Metaphor for Design is the Human Being
- ❑ The Machine Will Behave as We Do when We Interact with It



*“Our vision of the future
of computing is ourselves.”*

Human Metaphor

- ☐ We Learn as a Child How to Behave with a Human
- ☐ We are Evolved to Make it Effective
- ☐ It is Comfortable

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Human Metaphor

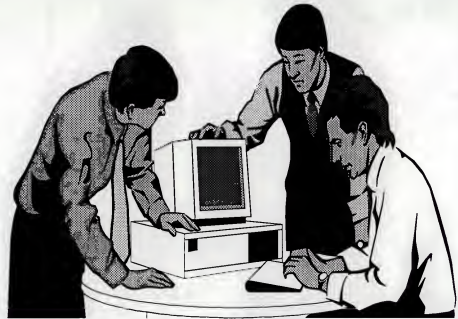
- ❑ **Fundamental Technologies**
 - **Graphical User Interface**
 - **Voice**
 - **Gesture**
 - **Multi Media**



Team Metaphor

Describes the Interaction of a Business Team Using a Defined Process to Achieve an Objective within Time and Budget Constraints

- ☐ **Groupware**
- ☐ **Social Computing**
- ☐ **New Synthesis**



1. *Staphylococcus aureus*

2. *Streptococcus pyogenes*

3. *Escherichia coli*

4. *Salmonella typhi*

5. *Shigella flexneri*

6. *Yersinia enterocolitica*

7. *Legionella pneumophila*

8. *Campylobacter jejuni*

9. *Haemophilus influenzae*

10. *Mycobacterium tuberculosis*

Team Metaphor

- ☐ **Changes Computing Solutions to Communications Solutions**
- ☐ **Next Revolution in Computing**
- ☐ **The “How to do it” Supported through Teamware**
 - **Lotus Notes**
 - **Action Technology**
 - **Oracle for Office**

James M. Smith

March 1 - 1895

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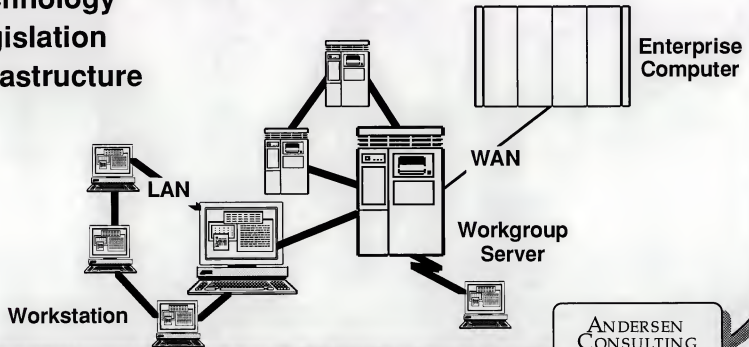
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Universal Network

- ☐ The Network That's Everywhere
- ☐ Key to Distributing Results Where They are Needed
- ☐ Critical but Often Unnoticed
- ☐ Major Consideration for the Future Systems
 - Technology
 - Legislation
 - Infrastructure





Smart Systems

- ☐ **The Computing that Becomes Thinking**
- ☐ **Successes are Widespread**
- ☐ **Many Evolving Forms**
 - **Neural Nets**
 - **Embedded Languages**

1880

Transcript of the Proceedings

of the General Assembly

of the State of New York

for the year 1880

Albany: J. B. Lyon, Printer.

1880

Technology to Reengineer the Process

Reengineer Guidelines \ Technology	C/S	H/M	T/M	U/N	S/S
Capture Info & Source	✓	✓		✓	
Decision Where Work Performed, Control Process	✓		✓		✓
IP Part of the Work	✓	✓			✓
Geograph. Dispersed as Centralized			✓	✓	
User of Output, Performs Process	✓		✓		
Link Results			✓	✓	
Organize Around Outcomes		✓	✓		



Reinventing the Business

- ☐ **Commitment**
- ☐ **Process**
- ☐ **People**
- ☐ **Technology**

1870-1871

1871-1872

1872-1873

1873-1874

HUGH W. RYAN
PARTNER, DIRECTOR, NEW AGE SYSTEMS
ANDERSEN CONSULTING, S.C.

PROFILE

Mr. Ryan joined Andersen Consulting in 1971 after receiving a Masters in Mechanical Engineering. He was admitted to the partnership in 1982. He has worked on a variety of engagements with emphasis on on-line and distributed applications. In the last five years he has worked extensively in the developing fields of professional workstations, cooperative processing, and client/server systems.

Because of the new class of users, technology, and development approaches needed for these systems, Mr. Ryan has referred to them as New Age Systems. He is Director of New Age Systems for Andersen Consulting.

Mr. Ryan also writes a column for systems development in the *Journal of Information Systems Management*. He has spoken at numerous conferences and seminars across the United States and in Europe.



Back up
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Reinventing the Business: Approaches and Issues

**Hugh W. Ryan
Andersen Consulting**

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Reinventing the Business

- ☐ **Defining and Implementing Fundamentally New
Business Processes Around New Business
Centers**
 - Process Level**
 - Business Unit Level**
 - Strategic Business Unit**
 - Enterprise**

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Reinventing the Business

- ☐ **At Any Level**
 - Fundamentally Difficult to Implement
 - Organization Under Threat
 - Unanticipated Consequence
- ☐ **Desperation is Often the Mother of Reinventing**

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Reinventing the Business

- ☐ **Commitment**
- ☐ **Reinventing the Business Process**
- ☐ **Reinventing the Business User**
- ☐ **Reinventing the Technology**

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Commitment

- ☐ Good Intentions
- ☐ Vision
- ☐ Desperation

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Commitment

- ☐ Difficulty of Implementation Thwarts Many Efforts
- ☐ Why One Must Succeed
- ☐ Else, Continuous Improvement

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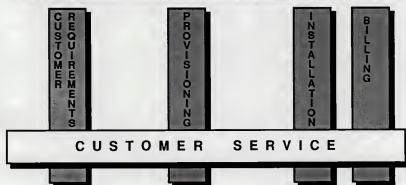
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Reinventing the Business: Function to Process Orientation



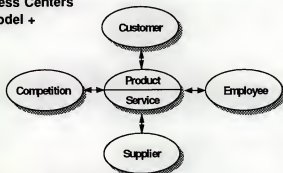
- ☐ Built on Legacy Systems
- ☐ New Approaches
 - Process management
 - Use of Agents

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Reinventing the Business Process

- ☐ Shifting Business Centers
- ☐ Five Forces Model +



- ☐ Define the Current, Select a New One
- ☐ Invent the Process
- ☐ Reengineer the Reinvented Business Process
- ☐ Business User Champions

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Reinventing the Business Process

❑ Mazda, Accounts Payable



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Reinventing the Business Process

❑ Government Agency, Enterprise Level



- Operational Strategy
- >1,000 Developers
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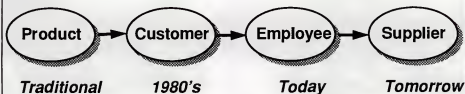
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Reinventing the Business Process

- ❑ Insurance, Enterprise Level



- Customer Center Systems
- Integrated Performance Support
- Team Computing
- Domino Effect

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Reinventing the Business User

- ❑ New Processes is the Easy Part
- ❑ Changing the User is the Hard Part
- ❑ Integrated Change Management Effort

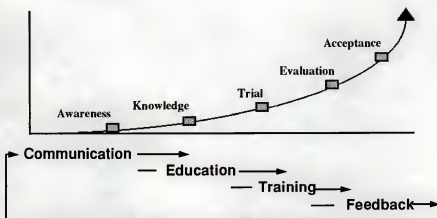
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Change Management Process



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Change Management

- ☐ Full Extensive Communications
 - What the Change Is
 - Why it Must Happen
 - What it Means to Employee
- ☐ Early/Ongoing Testing/Evaluation of the Reinvented Process
 - Model Office
 - Key Users
 - Listening
 - Communicating
- ☐ Decision Makers
 - Five Forces Model + Impact
 - Go Live Dates
 - Rollout Assessment
- ☐ Impact of Unions
- ☐ Change Management vs. Systems

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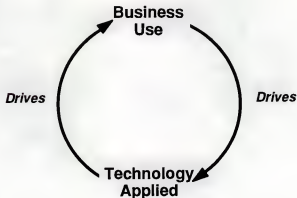
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 - Acceptance
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 - » Go Live
 - » Rollout

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Reinventing the Technology



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Reinventing the Technology

- ☐ Client/Server
- ☐ Human Metaphor
- ☐ Team Metaphor
- ☐ Universal Network
- ☐ Smart Systems

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Client/Server Computing

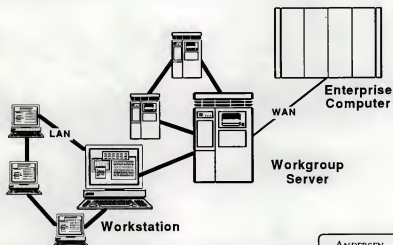
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 - Rightsizing the Corporation
 - Reengineering the Business Process
 - Legacy Systems

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Technical Perspective



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Human Metaphor

- ☐ Describes Evolving Behavior of Computer Applications
- ☐ The Metaphor for Design is the Human Being
- ☐ The Machine Will Behave as We Do when We Interact with It



*"Our vision of the future
of computing is ourselves."*

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Human Metaphor

- ☐ We Learn as a Child How to Behave with a Human
- ☐ We are Evolved to Make it Effective
- ☐ It is Comfortable

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Human Metaphor

- ☐ Fundamental Technologies
 - Graphical User Interface
 - Voice
 - Gesture
 - Multi Media

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Team Metaphor

Describes the Interaction of a Business Team Using a Defined Process to Achieve an Objective within Time and Budget Constraints

- ☐ Groupware
- ☐ Social Computing
- ☐ New Synthesis



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Team Metaphor

- ☐ Changes Computing Solutions to Communications Solutions
- ☐ Next Revolution in Computing
- ☐ The "How to do it" Supported through Teamware
 - Lotus Notes
 - Action Technology
 - Oracle for Office

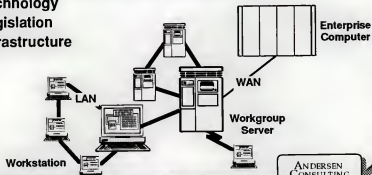
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Universal Network

- ☐ The Network That's Everywhere
- ☐ Key to Distributing Results Where They are Needed
- ☐ Critical but Often Unnoticed
- ☐ Major Consideration for the Future Systems
 - Technology
 - Legislation
 - Infrastructure



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Smart Systems

- ☐ The Computing that Becomes Thinking
- ☐ Successes are Widespread
- ☐ Many Evolving Forms
 - Neural Nets
 - Embedded Languages

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Technology to Reengineer the Process

Reengineer Guidelines \ Technology	C/S	H/M	T/M	U/N	S/S
Capture Info & Source	✓	✓		✓	
Decision Where Work Performed, Control Process	✓		✓		✓
IP Part of the Work	✓	✓			✓
Geograph. Dispersed as Centralized			✓	✓	
User of Output, Performs Process	✓		✓		
Link Results			✓	✓	
Organize Around Outcomes		✓	✓		

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FIG. A.11/9/93

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Reinventing the Business

- ☐ Commitment
- ☐ Process
- ☐ People
- ☐ Technology

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FIG. A.11/9/93

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